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DDI #05633-85
25 November 1985

MEMORANDUM FOR: [redacted]
Analysis Training Branch, OTE

FROM: Deputy Director for Intelligence

SUBJECT: Intelligence Successes and Failures

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Jack -

1. The attached note [redacted] is just one of many raves your course on Intelligence Successes and Failures has received. There is little in which the Directorate has been involved during the nearly four years I have been DDI that has been so consistently praised. [redacted]

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2. If you are indeed reluctant to direct the course "much longer," I hope you will reconsider. From an institutional standpoint, what you are doing may be the singlemost important undertaking aimed at systematically improving the quality of intelligence and presenting the ways to do that in a compact, coherent, and consistent package. From my personal standpoint, your involvement in this is more supportive of what I have been trying to do than anything else I am aware of. I hope you will stick with it. [redacted]

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RMG

Robert M. Gates
Deputy Director for Intelligence

Attachment:
As stated

cc: D/OTE (w/att)

DDI/RGates: [redacted] (22Nov85)

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THE DIRECTOR OF
CENTRAL INTELLIGENCE

22 November 1985

National Intelligence Council

Dear Bob, *ADD*

I wanted to let you know directly my thoughts on [redacted] Intelligence Successes and Failures course, which I felt was the most beneficial OTE course I've taken. First and foremost, I gained a clear understanding of what it is you are trying to accomplish in the DI product and the way in which you think we should pursue change. Perhaps I am a slow learner, but frankly, I think the message at best has been muddled down the line. The way Jack has structured the course, the use of case studies and outside commentary on the Agency's product, and Jack's own candor penetrate even the more resistant participants.

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I don't know whether to take Jack seriously on his reluctance to direct the course much longer, and I'm sympathetic to the drain on him--he really gives his all in those six days. But, I certainly hope the course is maintained in its present format.

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